



RECONSIDERING MOTIVATION

LEARNING OBJECTIVE

- Learning Objective: Identify different types of motivation and reflect on methods of helping others to find their motivation.
 - Air Force Category: Personal
 - Competency: Embodies Airman Culture (Sub: Develops Self)
 - Competency: Communicating (Sub: Active listening, Writing)
 - Air Force Category: People/Team
 - Competency: Leading people (Sub: Develops and Inspires others)
 - Competency: Fostering collaborative relationships (sub: Builds teams and coalitions)
 - Air Force Category: Organizational
 - Competency: Strategic thinking (Sub: Vision, decision-making)

CONCEPT: MOTIVATION

“By neglecting the ingredients of genuine motivation -- autonomy, mastery, and purpose -- they limit what each of us can achieve” - Daniel Pink

Daniel Pink suggests that motivation theory needs to go beyond the traditional “carrot and stick” methodology. He argues there are two types of people Type X (extrinsically motivated) and Type I (intrinsically motivated). Pink invites a different way to consider motivation, which is tied to three main concepts: Autonomy, Mastery, and Purpose.

Autonomy: Desire to be self-directed; assumes people are looking for interesting work, are curious, & self-engaging

Mastery: Urge to get better at stuff; mastery is a mindset - we either believe we can get better or we don't. Mastery involves not only working harder but working longer at the same thing

Purpose: Desire to support a cause larger than yourself; desire to have an impact

Watch Daniel Pink discuss the “Puzzle of Motivation” on this TED Talk:

http://www.ted.com/talks/dan_pink_on_motivation

REFLECTION/DISCUSSION QUESTIONS:

1. How can you create a work environment that creates Autonomy for Airmen?
2. What role does Mastery play in your work environment? How can you support mastery in others?
3. Why does purpose matter in motivating our Airmen? If you had to consider your purpose in one sentence, what would it be?
4. How can you use your strengths to motivate yourself and help others find their motivation?
5. The Air Force identifies "developing and inspiring others" and "building teams and coalitions" as two sub-competencies within the Institutional Competency List. Based on the information you have learned, how do you think motivation can play a part in these areas?

ADDITIONAL RESOURCES

Pink, D. *Drive*. (Available via AF Library Overdrive)

Daniel Pink: Autonomy, Mastery, Purpose YouTube: https://www.youtube.com/watch?v=wdzHgN7_Hs8

Daniel Pink: Driving Employee Engagement: <https://www.youtube.com/watch?v=x8PsRWvJz00>

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